





## HOME NEWS

## Resignation has not ended battle of Newham

By Penny Symon

The bitter political activity that has been seen recently in the Newham, North-East, constituency shows no sign of ending because of Mr. Prentice's announcement that he is joining the Conservatives.

The immediate reaction from members of the constituency party who have spent much time and energy fighting to keep him as the Labour MP was one of disappointment, closely followed by signs of relief that that particular battle had ended.

But the acrimony remains. Many party members of long standing who have supported Mr. Prentice in his battle with the left wing feel, paradoxically, that much of the acrimony arose from the intervention of two Oxford graduates who said that they too were determined to beat the left.

Mr. Jack Hart, secretary of the constituency Labour Party, had been unaware of Mr. Prentice's decision.

Mr. Hart, a member of the local party for 43 years, said yesterday: "It came as a complete surprise, but I am glad that it is over."

Mr. Prentice did announce in March that he would stand for Parliament in the constituency as a Democratic Labour candidate.

Mr. Hart, who was one of his staunchest supporters, said that he had been disappointed that Mr. Prentice had been so uncompromising in the past. "I find it hard to accept his general criticisms of the Government."

However, that will take some time, because the intervention of Mr. Julian Lewis, aged 25, a postgraduate at St. Antony's College, Oxford, and Mr. Paul McCord, aged 26, a research fellow at Nuffield College, Oxford, has meant that some of Mr. Prentice's original supporters have deserted him because they do not like the campaign used by people they regard as on the extreme right.

Mr. Alfred Beveridge, who was also one of Mr. Prentice's staunchest supporters, said: "The fight in Newham is now between the right and the extreme left, and Mr. Prentice's old supporters do not like the tactics of either side."

"I am disappointed that Mr. Prentice is joining the Conservative Party, but relieved that the present battle is over. I think his campaign was damaged by the tactics of the new right-wing members."

Mr. Lewis said yesterday that Mr. Prentice had cut himself off from some of his supporters when he made the declaration that he would stand as an independent.

"We pleaded with him to remain in the Labour Party and fight the left-wing infiltration from within," he said. "We said that we would fight to keep him as the MP, and he would have a strong base at Newham from which to work against the left. But he has led us up the garden path."

Those on the left of the Newham, North-East, party expressed delight last night at the news Mr. John Wilson, who unsuccessfully moved a resolution to oust Mr. Prentice in 1973, but succeeded two years later, said that it vindicated the left, who were accused of infiltrating the party.

Mr. Prentice's decision proves that the feeling among ordinary members of the party, not infiltrators from outside, that he had changed his view and was no longer thinking as a socialist, was true all along," he said. "However, the constituency is now in complete disarray."

After the constituency vote in July, 1975, not to reappoint Mr. Prentice, intense activity began on both the left and the right wings to recruit new members. Mr. Prentice's opponents won one round in 1976. Then Mr. Lewis and Mr. McCormick intervened and obtained High Court injunctions. In July the "moderates" gained control of important posts, setting the scene for a further battle when the constituency comes to debate whom to select as the parliamentary candidate.

That agreement enabled Mr. Anderson to tell Stockport council officials that there was no indication that the Front would be holding its demonstration in the town. But reflecting local anxiety, the council held a special meeting on Friday.

In fact, Stockport was used as a decoy by the Front. The belief firmly held by left-wingers beforehand that Stockport was to be the venue came about by accident.

Mr. Webster was in Manchester when Tanside banned the Front from marching in Hyde.

He was seen in a Stockport club owned by one of the Front's organisers.

On Friday a press statement by Mr. Anderson gave no clue that police knew the venue of the Front march.

He said Saturday was still surrounded by an air of speculation. "The situation is very fluid and we still do not know what will happen or the scale of any problem that will develop."

## Conservative plan for averting clash over closed shops

By David Wood

Political Editor

Although the Conservative Party continues to stand against the closed shop, a new document signed by leading members of the Shadow Cabinet explains to this week's Blackpool conference how a Conservative government would hope to avoid collision with the TUC and allow closed shops to be established.

The Right Approach to the Economy expounds a general economic strategy, but it is the section on employment laws that will have the most command of attention.

Sir Geoffrey Howe, QC, Shadow Chancellor, was chairman of the party committee set up last June to produce an economic analysis and prospectus that is rather less than an election manifesto though certainly a key document for conference delegates.

Sir Keith Joseph, the chief party policy maker, and Mr. James Prior, employment spokesman, who had their publicized differences of approach to the Scarman findings on the Grunwick dispute, amicably set their names to it. Mr. David Howell, a Treasury spokesman, contributed and Mr. Angus Maude, party deputy chairman responsible for the Research Department edited it.

The Conservative dilemma is fairly precisely defined. We are deeply concerned that

some of our present labour laws aimed at protecting employees and jobs may actually be acting as a deterrent to the creation and maintenance of employment opportunities. We want to ensure that all those concerned with industrial prosperity (including the unions) are brought to a common view of recovery is being hindered by the operation of some parts of employment law, so that the necessary changes can be made with as much speed as possible.

The Conservative Party is against the closed shop. We believe that in the past the threats to individual freedom that can spring from closed shop agreements have been ignored or unduly excused because of the convenience of a union membership agreement to employers, and sometimes to employees, has been allowed to become the first consideration. We believe that employers and unions can and should do without such agreements.

We recognize, however, that a simple attempt to ban closed shops can be not only ineffective but sometimes even harmful to some of the individuals concerned.

The document suggests that informal agreements, common even if formal ones are banned. They may restrict the individual's right to work for more than an open agreement which is regulated and limited.

That passage brings Sir Keith Joseph and Mr. Prior, who had a difference over the Scarman report on the Grunwick dispute, into line. Reid between the lines, it also bridges the gap between Mr. Howell and Sir Geoffrey Howe, who share responsibility for the 1971 Industrial Relations Act, at least in the beginning. Voluntary agreement between the unions and employers is the objective. The document states that the

following points must be observed in any agreements reached:

1. A closed shop agreement should be made only with the consent of all the work people involved, declared by secret ballot. There should be opportunities for periodic review of the agreement.
2. People already employed in a company where a closed shop is being established should not be forced to join a union against their will. People unfairly dismissed for refusing to join should be eligible for compensation from the employer.
3. Individuals with strong personal convictions that make it impossible for them to join a union should be exempt.
4. People with strong personal convictions against trade union membership or anyone arbitrarily excluded or expelled from a union should have the right of appeal to an independent legal tribunal.

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certain circumstances had been recognized.

Nevertheless the five points leave some questions unanswered. What personal convictions or conscientious objections to union membership would be recognized and how are they to be defined? The answer is unimportant, but the code of practice would be wider than (say) the Parliamentary Labour Party's conditions of tacticalism and pacifism.

The objection remains to be settled in the code when it has been discussed and presumably agreed with the TUC.

Against whom would a dismissed employee's case in the industrial tribunal to justify the grounds for exemption from union membership, and the sanction would be against the employer to pay on, at any rate in the first place, on the argument that it takes an employer and a union to make a bargain.

But there is a catch. It is not clear that the code should provide an opportunity for an employee and presumably an employer to pursue a case against a trade union in the civil court. As Sir Keith may be expected to comment, the five points explain his objectives. The Scarman report, which said that a majority of Grunwick workers who wanted exemption should be obliged to join a union.

Another question remains.

## Tax cuts and firm money control head Tories' strategy

By Caroline Askew

Economics Staff

Inflation is identified as Britain's main economic problem in The Right Approach to the Economy, a new document outlining the Conservative Party's economic policy.

Firm control of the money supply, with a steady reduction in the rate of growth of the money stock, is the key to monetary targets, is top of the strategy's list of anti-inflationary measures. But control of the money supply is not thought to be enough to put the economy on the right path.

Immediate and substantial cuts in income tax, a free float upwards of the pound, a steady reduction in the proportion of national income absorbed by the public sector and the early repayment of Britain's outstanding overseas debt are main features.

North Sea oil is seen as providing an opportunity to right Britain's difficulties of high inflation and slow productivity growth, rather than an excuse for doing nothing.

Nine main elements of the Conservatives' new approach are set out. They concentrate on the need for more stability in government policy, with more freedom for individuals and companies to earn and save money and to operate without government constraints (for example, in wage bargaining, regional policy and price control).

Some emphasis is placed on the need for more open discussion of government (for example, in the setting of cash limits) with increased accountability to Parliament and to those not represented by unions or big business.

A more independent role for the Bank of England is suggested, to emphasize the importance of monetary targets and to ensure that the Government does not override them when under pressure from the private as well as public sectors to expand credit.

An overhaul of the tax system is considered essential, but some of the measures would

## ANNUAL COST OF POSSIBLE CHANGES

	£m
Cutting income tax by 1p	200
Restoring tax thresholds to 1973-74 level	250
Restoring higher-rate income tax bands to 1973-74 level	425
Restoring top rate of income tax to 60%	425
Abolishing investment income surcharge	300

take time to implement. When the party takes office the burden of income tax will be reduced immediately by a cut in both the basic and higher rates, a rise in the tax threshold and a widening of the tax bands.

As these measures will cost more than can be paid for by North Sea oil revenues or internal savings in public spending, some rise in indirect taxes is envisaged.

The investment income surcharge is seen as an often unfair tax on saving. Longer-term changes in capital transfer tax and capital gains tax would be outlined in a Green Paper. Those would assist the accumulation of personal savings, with special emphasis on helping small businesses and farms.

## Wage determination is of crucial importance in any strategy for the economy, and the document calls for recognition of the need for rates of pay "and for the encouragement of better methods of collective bargaining".

The key role played by government as a main employer is recognized, and cash limits are expected to be used to control wages in the public sector.

An end to the Price Commission and to broad controls on profits and prices is foreseen. Fair competition could be maintained by the Office of Fair Trading and the Monopolies Commission, the document says.

Nationalised industries will have a required rate of return on capital, and independent management would be introduced. Some state monopolies, such as the Post Office, would have to compete with outside companies.

The enormous cost of tax collection could be cut by self-assessment for tax on the American model.

## Bombs appeal at criminal court

The Court of Appeal will hear a criminal appeal at the Central Criminal Court rather than the Law Courts in the Strand today because of the need for strict security.

Lord Justice Roskill and Lord Justice Lawton, with Mr. Justice Boreham, will hear appeals against conviction by three individuals and a London girl each jailed for life in 1975 for public house bombings at Guildford and Woolwich.

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## Selsdon call to end price control

The removal of all price controls and an end of statutory monopolies and the use of taxpayers' money for nationalized and private industry are called for in a manifesto by the Selsdon Group, the right-wing Conservative organization.

The group would also like to see the transfer of ownership of council housing to tenants and the end of foreign aid. The tax credit scheme to which the Conservative Party is committed should be used to make up people's incomes so that everyone could pay for the social services they use, it says.

There should be an end to incomes policy, the group states. It could not accept the idea that unions, professions or others should have the right to enjoy coercive powers or the freedom to act above the law and it expects that a Conservative government would remove such privileges.

"This is why we support measures to end the compulsory closed shop, starting by widening of the grounds on which people can exercise their right not to join a union."

Rugby player dies

Mr. Joseph Collins, aged 23, collapsed and died during a rugby match at Gloucester on Saturday. He was playing for South and Flint B team, of Bath.



Brass band immortals: Black Dyke Mills band, one of the most famous in the world, performing at the Albert Hall in London on Saturday.

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## 999 calls inquiry

An official inquiry has been ordered into the West Yorkshire ambulance service's emergency telephone system. The Yorkshire Regional Health Authority has appointed three members to investigate allegations that ambulances have gone to wrong addresses and of delays in answering calls.

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## Tory agents impatient for detailed party plan

By Fred Emery

It is only three months ago that Mr. Thatcher, at Blackpool, proclaimed on her party's behalf: "The tide is flowing strongly and nothing can withstand it." It seemed more like three years, contemplating the Labour conference last week, the narrowing of opinion polls to what they call margins for statistical error, and especially those volatile commentaries that depicted the Labour fall-in-grace as the "natural" party of Government.

But Mr. Prentice's conversion to the Tory whip will have done wonders for morale at the Tory conference opening in Blackpool tomorrow, nor that it has flagged so much in the provinces as in the polling samples.

The two sentiments most forcefully expressed by Conservative party officials in the Tory North region were: frustration at being thwarted of an expected return to power by the Lib-Lab agreement, and vexation with the Shadow Cabinet for vacillating differences in public.

Such men mean to make the Liberals pay dearly, and are confident that disaffected Tories will return in droves. At the same time they profess in Newcastle upon Tyne, and especially at Blackpool, to have more time to prepare for an election.

That is, perhaps, the reflex of the professional, which is found also expressed by Labour and Liberal party workers. A contrast was the party manager in Leeds who insisted "the sooner the better." He believed he could deliver Mr. Thatcher power on his doorstep, capturing seven marginals, the names of which came off his lips like a catechism.

The party is supposedly ready for an election at any time, yet Central Office eve-of-conference doubtfulness is max universal.

Unlike Labour, not all prospective candidates are yet picked, although Mr. Prentice will have to hurry. And there is the common lament that "it gets harder and harder all the time to get people to devote themselves full time" to the party, from which, in spite of the blizzard of Tory seats, their undeviating overall vote and the capture of councils in the region ought to be spawning new enthusiasts.

The financial bookkeeping looks impressive and largely sound. One even hears the plaint that "we are fundamentally in a worse situation than Labour because we depend on donations." That is a lie at Transport House's dependence on the unions for support, 90 per cent of party funds.

But it is impressive that Conservative constituency associations contribute to central funds are slightly up over last year to £387,288.

Big business' donations dropped slightly to £1,156,737 (about the same as Labour receives from union subscriptions) but dissolution would surely unleash purse strings. Present reserves of £677,800 would hardly be enough, since the party spent some £1,500,000 on the two elections in 1974.

Where the party is better off than the other two is in its corps of constituency agents and its local memberships, has 350 agents, compared Labour's 86. Far better pay agents (most of whom reputedly in the £7,000 a year bracket) is one reason why party spends so much in than Labour. But its advantage may be less than it looks. Conservative regional office express concern over agency vacancies in the contested seats. Also, as a will privately agree, local association membership is generally only "treading up" coming in great surges, many places it remains socially than politically involved, it was noted.

Only in East Angles, where in Mr. Steel's constituency Conservative Party membership had least 1,200 in a weeks, out of "disgust" with the Liberal leader's agreement with Labour. It is a decided by local Liberals.

On policy disputes the Tory officials' concern continues will be the more acute because Labour did not only last week with its customary exhibition of fratricide.

Waiting even clear lines: policy is not the Tory. And the sight of Sir Keith Joseph arranging his arm for a confrontation with a unions and outflanking James Prior seem, although the party officials talked to.

They saw it in professional electoral terms. While Mr. Keith, they agreed, was preaching the gospel most of a party faithful loved to hear such words and unstable undecided agent.

More important, from a party manager's viewpoint, would all the years of reeling everyone, including members and leaders, that there could be quiet place of strife with the Tory managers' consensus was to be a Tory victory. It was a right to risk all by a talk. Such men know that the party conference, too, a wreck a year of constant work.

They recounted that the Tory's noisier, more detailed policy proposals promote before the election. When things economic was bad it was well enough lament. When, as now, things were being taken as it came, the Tory's noisier, more detailed policy proposals promote before the election.

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## Police success based on secret pact with National Front

Continued from page 1

"The shortened route suggested by Mr. Webster with the assembly point at Crowcroft Road, Levenshulme, is acceptable."

In fact, the original route would have taken the march through an area inhabited by many non-white people.

That agreement enabled Mr. Anderson to tell Stockport council officials that there was no indication that the Front would be holding its demonstration in the town. But reflecting local anxiety, the council held a special meeting on Friday.

In fact, Stockport was used as a decoy by the Front. The belief firmly held by left-wingers beforehand that Stockport was to be the venue came about by accident.

Mr. Webster was in Manchester when Tanside banned the Front from marching in Hyde.

He was seen in a Stockport club owned by one of the Front's organisers.

On Friday a press statement by Mr. Anderson gave no clue that police knew the venue of the Front march.

He said Saturday was still surrounded by an air of speculation. "The situation is very fluid and we still do not know what will happen or the scale of any problem that will develop."

The National Front went to elaborate lengths to maintain their deception. Journalists had a Saturday lunchtime rendezvous with a coach hired by the Front for a secret destination. The coach took a long and winding route through the suburbs, with officials refusing to the end to disclose the venue of the demonstration.

The coach had left early after Front officials had conferred about news that left-wingers were on their way from Stockport to the central Manchester rendezvous. In fact, the Front was out to split the opposition three ways: between Stockport, Hyde, where Mr. Webster was making a one-man protest walk over the banned route, and central Manchester.

In fact, some Socialist Workers did find the new route of the Front's march. A couple of hundred or so kept up running chains of abuse, and an occasional tomato or stone was thrown at the party of between 700 and 1,000 Front supporters marching to the sound of kettle drums.

The police were out in great force accompanying the marchers and lining their route. Their tactics were to keep the two sides apart. Only one of the Front's supporters exchanged blows with a left-winger and police pounced immediately.

When the Front reached

open ground at Longsight, police cleverly diverted its supporters one way and the SWP supporters another. Traffic control effectively insulated the area, and even Mr. Webster was unable to find a way in after returning from Hyde.

By midday many of the 1,000 supporters of the Socialist Workers' Party were distributing publicity material.

By the time Mr. Webster was due, more than 2,000 police were lining his route, and a little game of "spot the helmet badges" sprang up among onlookers, with a military pundit giving the highest marks for marching drill, shortness of haircuts, and general turn-out to the Staffordshire contingent, one of the nine adjoining forces that reinforced the Greater Manchester force for the day.

A few eggs sailed over the police cordon but fell short as police were escorting Mr. Webster away from the town hall, after his speech had been delivered, but not heard because of the constant roar of a demonstrator drum within a few yards of him before being energetically dispatched by police, along with an unlucky Times reporter, vainly waving his press card.

Mr. Anderson spent yesterday compiling an interim report to the Home Secretary, which will follow a











# Mrs Gandhī could be arrested at any time, minister says

**Jordan accuses Iraq of hanging students**  
Amman, Oct. 5—Jordan accused the Iraqi army of hanging a Jordanian student.

# Rhodesians attacked on train in Botswana

From Frederick Cleary  
Salisbury, Oct 9

The Rhodesian Government has protested to Botswana about the treatment of a Rhodesian family who were abused and assaulted by three African men at Francistown railway station yesterday.

The men boarded the train, which was on its way through Botswana from South Africa to Rhodesia, and demanded to be let into the compartment of Mr and Mrs Robin Summers, of Bulawayo. One of the men was armed with a pistol.

Mr Summers locked his compartment but the three blacks threatened to shoot their way into it and Mr Summers had no option but to open the compartment door. As the men entered one slapped Mr Summers across the face and another bit him on the neck.

They asked if he was in the Rhodesian security forces and demanded to see the family's passports. They threatened to shoot the Summers six-month-old baby if he did not co-operate. When Mrs Summers asked the men to leave her husband alone one bit her in the stomach.

An African policeman at Francistown station refused to help the Rhodesians.

The same gang entered the dining car and demanded to see the passports of passengers there. On showing his passport one white man dressed in a South African Army uniform was taken off the train with three white companions. One of the whites was beaten up

The sources added that after Jijiga fell last month Lieutenant-Colonel Mengistu Haile-Mariam, the Ethiopian Head of State, flew to Harar to attempt to get the Third Division to hold the line there.

But the Somali "liberation forces" claimed they had killed 250 Ethiopian soldiers last week in fighting for control of Ethiopia's southern province of Bale.

The clashes involved guerrillas of the Somali-Abo Liberation Front, an offshoot of the Western Somali Liberation Army, and members of the Ethiopian Army and peasants' militia, according to a communiqué published by the Somali-backed insurgents.

Reuter and Agence France-Presse.



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## Eagles stay course well despite operating on restricted throttle

## Butler marks beginning of the end

## Orrell have edge in spectacular match

## Drop of rain and vintage burgundy

# Nine great tries as Welsh lose their way

### Rugby Union results

[illegible]

## Educational & Public Appointments

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Dartmouth**

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SENIOR LECTURER  
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Candidates (men and women) should normally have a degree with first or second class honours or an equivalent qualification in Russian and a command of 2nd/other foreign language to a similar standard. A knowledge of Service terminology, particularly Naval, is desirable.

**SALARY:** Senior Lecturer £4,700-55,300; Lecturer £2,880-£4,030. Level of appointment and starting salary according to age, qualifications and experience. Promotion prospects. Non-contributory pension scheme. Accommodation available for a single man.

For full details and an application form (to be returned by 3 November, 1977), write to Civil Service Commission, Alencon Link, Basingstoke, Hants, RG21 1JB, or telephone Basingstoke (0256) 88551 (answering service operates outside office hours). Please quote G/9830.

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Required for April or September 1978. 3 Classics graduates to teach Latin, Greek and possibly Ancient History, at all levels including that of university entrance, within a strong and expanding department. Candidates should apply to the Headmaster by 31st October 1977, enclosing curriculum vitae and the names and addresses of two referees, and stating the date at which they would first be available for employment.

**MORE APPOINTMENTS ON  
PAGE 21**

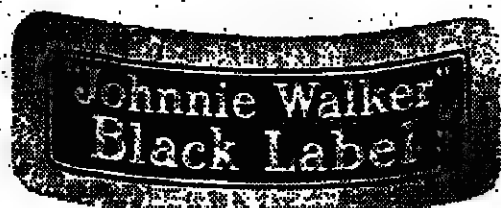








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David Steel

# Lib-Lab or Lib-Con: there is a third choice to change the see-saw of party politics

The Tory tune against the Lib-Lab agreement has suddenly changed. A few months ago it was simply: "You have deprived us of our rightful inheritance—a Conservative government". Now it is: "You are risking the return of a more socialist government" (Mr Timothy Raison was at it in the letter columns last week).

What is the explanation for this shift apart from the inevitable loss in electoral self-confidence following the drop in the Tory opinion poll lead?

It is a profoundly undemocratic reaction. I take the view that if people are daft enough to vote a Labour majority into power, they are entitled to do so and must accept the consequences. I can see no possible democratic objection to Mr Foot's oft-repeated aim of preparing to secure a socialist majority at the next election. Isn't the Tory Party preparing to do the precise opposite?

Of course if we have fixed parliaments, we would remove the choice of dissolution from the leader of the party in power and stop oppositions believing that their highest duty to the nation was to turn out the government of the day at the earliest opportunity.

Indeed, if we are going to discuss reform seriously, both fixed term parliaments and electoral reform become essential parts of that debate.

Meanwhile the Tories nakedly proclaim a double standard. It was apparently quite right to proper the right and hang on to within weeks of the five-year parliamentary span in the hope of retrieving Tory un-



A mixing of parties: Mr Steel with, left, Mr Jack Ashley, Mr George Thomas, and Sir Keith Joseph.

popularity after a string of disastrous by-election losses (which he very nearly succeeded in doing) but it is monstrous for Jim Callaghan to contemplate doing the same. Yet Labour is still the largest single party in the Commons, and thanks to the Lib-Lab agreement its programme is tailored to command the necessary majority.

When we reach the next election the electorate will have an enlarged choice. I say this deliberately because at each election from 1945 the choice has been restricted to the return of a Labour or Conservative government.

With the passage of years

the steadily fading memories of previous Liberal governments have made appeals for the return of a Liberal government less and less credible. People vote Liberal some times as a protest (Mr Ronald But's favourite explanation), sometimes because they want to see some injection of Liberal philosophy into politics (a recent opinion poll showed the overwhelming majority would regret the demise of the Liberal Party) and sometimes because the Liberal candidate is elected will turn out to be a particularly diligent and agreeable MP.

These are all good reasons, but precious few have been

voting Liberal in the expectation that this would lead to Mr Grimond, Mr Thorpe, or myself appearing on the steps of Number 10 Downing Street and driving to the Palace to form an administration. There has been no genuine third choice of possible government.

If the Lib-Lab agreement continues to work well it will demonstrate that it is possible to provide both more successful and more acceptable government by increasing Liberal influence than it is by surrendering the reins of absolute power alternatively to the Lab and Cons parties.

The great majority of public opinion wishes neither a Benn-

ite nor Josephite government. To put it at its lowest the means of preventing either coming to pass.

To put it higher we can end the damaging see-saw effect that politics has had on our economy since the war. Industry is more and more desirous of a period of social and economic stability and continuity. That is difficult to achieve against a background of political chopping and changing with each incoming government determined to alter the course of its predecessor for purely doctrinaire reasons.

Nor can the Tory and Labour parties claim success for their

combined records. We have slid down the league table of national prosperity under their alternating administrations.

The trouble with such an appeal for the "sensible middle" to assert itself by securing a still larger Liberal wedge in the next Parliament is that it sounds well, satisfying and unambiguous. In fact it is but a tiny step in the direction we ought to take as a country towards a cooperative spirit and away from the class-conscious confrontation attitudes fostered within the Tory and the Liberal appeal succeeds, the next government is likely to be a Lib-Con one simply because their leader is dissenting—the Tories are more likely to produce electoral reform than the Labour Party.

But frankly, it is only we politicians and journalists who are passionately interested in whether it is Lib-Con or Lib-Lab.

To the electorate the difference between these two would be much less than the difference between a Lib-Con government and a Thatcher-Joseph government, or the difference between a Lib-Lab government and a Foot-Benn one.

The next election, therefore, will provide a solid third choice which is both proven and credible. No democrat can complain about that.

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## The essence of Conservatism: going at a gallop with Sir Ian



Sir Ian Gilmour: lucid.

Sir Ian Gilmour is that rare creature a Tory intellectual (and even odder) at the same time a practising politician, who held high office in Mr Heath's administration, drafted the Conservative election manifesto of October 1974, and now serves as a senior member of Mrs Thatcher's shadow cabinet. All this promises to give his book, *Inside Right: A Study of Conservatism*, unique authority and interest as a contribution to right wing politics and it fully lives up to expectations, yet Sir Ian's very position as an active participant in politics he is a loyal member of a team and sometimes has to pull his punches to avoid knocking a colleague clean out of the saddle. So today it is not so much a study of right wing politics as it is a study of the Conservative Party, to provide a convenient surrogate of the horrid fate of the ideology in British politics.

Indeed the whole theme and message of Sir Ian's book is a lucid, scholarly and I believe unanswerable argument against ideology in politics in general and in specially disastrous effects for the Tory party in particular. When the party occupies the middle ground, common ground, consensual ground—call it what you will—it prospers, when it abandons that ground it is in trouble. It is not to the right in the party in 1970 under Mr Heath was largely rhetorical and it is the same under his successor Mrs Thatcher today. With the underlying themes of this book although not with all its conclusions, she would find herself in broad agreement. She knows as well as Sir Ian that for the Conservative Party

"there is no alternative to moderation" or as Bagehot put it "in England the middle is the principle that matters". This is not to deny that the political terms of trade have shifted over the past few years markedly to the right, but to proclaim that in England extremists will not prosper.

Myth is being propagated by some who should know better that over the post-war period there has been a decline from some past golden age of Conservatism, that there has been a loss of the party's principles and that the last ark of the covenant must now be recovered. This is pretty good nonsense. It would exclude from the pantheon of true Tories not only Butler, Macmillan, and Heath, but also Lord Avon, Lord Douglas Home and even Sir Winston Churchill himself. A golden age of the past is an aberration of the right just as a golden age of the future is one of the left; they are mirages of a series of other and equally delusive. If one has to go back to the administration of Mr Bonar Law to find the true Toryism, heaven preserve us all.

As in practice, so in theory, the Conservatives have been enough that the tradition of moderate non-systematic Toryism goes back to Halifax and flows on unbrokenly through Bellingham, Hume, Burke and Disraeli down to Margaret Thatcher and Lord Salisbury at the present time. The second part of Sir Ian's book is made up of potted synopses of these luminaries' thoughts which however helpful to the university student are a bit of a nuisance on the general reader. They are a series of fences after Sir Ian's spirited opening chapter and I was delighted to break into a gallop with him again in the third and final part of the book.

Here the author tackles one of the most intractable problems of political science—what is the essence of Conservatism? Professor Samuel Beer essayed the same task in his study *Modern Conservatism* and while he sought the essence of British socialism, at least as it was in 1964, his Tory quarry eluded him, perhaps because Toryism is not an "ism" at all, but a complex of attitudes

infinitely more subtle and rich than the over simplifications of socialism and liberalism. It is made up, as Sir Ian writes, of the strands of freedom, patriotism, a national party, one nation, national unity, authority, continuity, the rule of law, the improvement of social and economic conditions, balance and moderation, as well as of the importance of circumstance "... these themes are not single or separate, each by itself would be sufficient. They mingle and they have to be worked out together."

The author never forgets that the Conservative Party is a party of power not of protest. It plays a balancing and corrective role in relation to the orthodoxies and the heresies of the age but it never sets itself against the spirit of the times. So today it remembers that the twentieth century, poor creature though it may be, is the best century we have got, and the only one we have to redeem.

From such basic attitudes sensible and moderate policies flow and find their most reasonable embodiment in the balanced nuances of "The Right Approach". The reduction of taxation, the shift of emphasis from the distribution to the creation of wealth, the defence of quality and diversity, the acceptance of a need for a common policy albeit in a representative form, these are the essential elements of the Conservative Party's programme. In these the author adds a number of measures of his own including a reformed House of Lords, radical devolution for Scotland and electoral reform.

Sir Ian writes wisely and well. He is wise, not a narrow-minded Tory, not a man of a bit of polemic and knowledge about—different times Mr Wilson, Mr Foot, the "Bolton-Bolsheviks" and the "moderates" in the Labour party who have been covering their backs by claiming to be the leader to Brussels under his lash—the knights of shining armour of British politics. Their armour is indeed highly polished, unfortunately the last thing they ever do is to fight.

This book constitutes an important contribution to the Tory party's chances of winning the next election—ideas after all, even in England, still count for something. This is not important since the result of the next election will determine whether the nation returns to Great Britain or advances to Great Albania, an ever more impoverished western version of an eastern people's democracy. Yet it is more than that, it is a place in the literature of Conservative politics.

Norman St John-Stevens

\*Published today by Hutchinson, £5.95.

## The vicar, the Barony and the two excitable sisters

An Australian vicar has arrived in England to claim the dormant Barony of Eura. At first or even second glance that may not seem an introductory sentence to grab the reader's attention by the scruff of the neck and refuse to let it go before the bottom of the page. It suggests snobbery and genealogy-mania, the most boring of English vices to snobs personally and to the general public. However, the claim has nice historical, constitutional, eccentric and sexist features.

The last Lord Eura died in 1707. The Rev James Haldane-Stevenson, vicar of North Bletney (a parish in Melbourn) claims that in 1652 the Government made a mistake in the

descent of the title. He is taking the highly unusual step of petitioning the Queen under the Bill of Rights, claiming redress of tort by the Government of 1652. There is an amusing historical irony in the petitioning factor that the Government at that date consisted of the great Anti-King himself, Oliver Cromwell.

The claim turns upon the question whether the Barony of Eura was created "in fee" (devolving on heirs-general of either sex) or "by patent" (to male heirs only). Henry VIII granted the Baronies of Eura and Wharton in a hurry on the same day in September 1544, on the eve of his invasion of France. Because of the haste it was not clear whether

he had created them in fee or by patent until a ruling by the House of Lords in 1916.

In 1652 Lord Eura died. His closest relations were a pair of sisters who were his cousins. The King, the true *fons honoris*, was on his travels in exile. The Protector, who was notoriously lax about honorific matters, even allowing peers to sit in the House of Commons, passed over the females and allowed a more distant male cousin to succeed as Lord Eura. Apart from male chauvinism, there was good practical reason for disinheriting the sisters. They were so insanely jealous of each other that, when they were left a house jointly, they could not agree to share

it, and accordingly pulled it down and divided it stone by stone. When Charles II was restored, he granted the sisters the dignity of peeresses.

In 1916 the House of Lords judged that the identical contemporary Barony of Wharton was in fee, devolving on women as well as men. What is sauce for the Wharton is sauce for the Eura. The title should have gone to the excitable sisters, whose nearest living descendant is the Rev. James Haldane-Stevenson. He argues that the Act of 1927, which sets a limit of 100 years after which it becomes impossible to call a title out of ignorance, should not be applied in this case, because the delay has been caused

not by negligence of the family but by error of the Government.

It does not matter greatly. There is no estate left. The family seat, Malton Hall in what used to be called County Durham was demolished three centuries ago. Mr Haldane-Stevenson has announced that he will apply for the Liberal Whip, if he becomes translated into Lord Eura; and he has been welcomed as a potential recruit by Lord Widdowson, the Liberal Deputy Whip in the House of Lords. The unusual process will, in any case, unite an engaging little historical knot of no importance.

Philip Howard

## Why the bonds of Labour are holding firm

It is the Liberals who have most cause to be disappointed by the success of the Labour conference. Naturally the Conservatives would have preferred another bloodbath at Brighton last week along the lines of that at Blackpool two years ago. But the Conservative appeal does not depend upon Labour disunity: when that occurs it is a bonus to the Tories, not a necessity. They must hope to win office by convincing the electorate that their policies are more relevant and their vigour greater.

But it is quite different for the Liberals. The strategy of the Lib-Lab pact is for them essentially an attempt to bring about that realignment of the left for which they have prayed for so long. And realignment requires the Labour Party to split at some time.

To speculate about that has been more than fantasising if for no other reason than that a number of Labour politicians—not simply those on the far right like Mr Prentice who have moved out of the party—have themselves doubted over the past couple of years whether Labour could hold together indefinitely.

More than any other successful British political party, Labour has always contained elements so disparate as to be apparently incompatible. It is not just that they have disagreed over specific policies. It is not even that their basic attitudes have been very different. It is that these differences have been recognized within the party to be so deep that they have inflamed more uncomradely passions. To speak of hatred between a good many on the left and right of the party has been no exaggeration during these past two years.

The basic attitudes of quite a number of Labour right-wingers have seemed to be closer to the Liberals and to some Conservative left-wingers than to those on the left-wings of their own party. The de facto coalition that appeared during the EEC referendum campaign seemed to reflect a similarity of views that extended beyond that single issue. Yet the key question has always been whether this kind of intellectual affinity would ever be sufficient to draw any significant numbers away from the Labour movement.

That question still cannot be answered with certainty. The

scene might look very different if Labour lost the next election and if left-wing constituency parties are enabled to bring severe pressure to bear on MPs. But the evidence of Brighton is a major rebuff to the cause of realignment.

It is always difficult for those of us outside the Labour movement to appreciate to the full the bonds that hold it together. The very word "movement" is itself revealing. It suggests something that goes beyond attachment to a political party, a sense of loyalty to a purpose. Sometimes that purpose may seem distinctly new: self interest in the clothes of social righteousness. But there are undoubtedly emotional ties, a feeling of belonging that defies many disagreements, that have kept the party a good number who have been out of sympathy with their colleagues on matters of policy. There are obvious reasons of political calculation as well.

At Brighton these policy disagreements were less in evidence, or rather it would be more accurate to say that the differences that remain generated nothing like the old animosity. The explanations for this new decorum are familiar by

now: an awareness of an election in the offing, a sudden confidence that Labour can win it, a determination—encouraged in some instances by pressure from supporters at home—not to repeat the shambles of Blackpool, a growing realization that unemployment cannot be cut appreciably by the stroke of a pen, a realization that it is better to have a government of the left than a government of the right.

None of these reasons for the new harmony suggests that it necessarily goes very deep. Some of the old divisive issues—like membership of the EEC—may no longer seem worth the quarrel. But there is still a basic split, which becomes apparent on different questions from time to time, between those in the party who accept the mixed economy, but wish to operate it more efficiently and humanely, and those who seek to change it altogether. I do not believe for a moment that this kind of disagreement has been blown away by the Brighton breeze, but that makes the calm of the conference all the more interesting.

It is not part of the Labour tradition to exercise restraint

for the sake of securing office. That is partly because there are sections of the party who have been psychologically happier in opposition than in government, partly because it has sometimes seemed more important to win the battles within the party than to win an election and partly because the new harmony suggests that it is better to have a government of the left than a government of the right.

It is now three years since the last election: the conference of 1973 was held rather more than three years after the previous election, so the past one must have seemed as close then as it does now—even though nobody can have expected it to come as soon as the following February—but the conference was nearly as bad as Blackpool 1976.

The very different atmosphere at Brighton last week suggests that the party is acquiring a taste for office. It also indicates that both wings, despite their conflicting policies, still regard a Labour government as the best vehicle for putting those policies into practice.

The compromises came from both left and right. The left have stifled their protests at the course pursued by a Cabinet dominated by the right-wing.

Hardly a murmur was heard against the Lib-Lab pact which must have been disturbing for the Liberals. Right-wing figures, for their part, were to be heard denying importance to battles between left and right.

Such protestations of cosy conformity were dispiriting, but it is always instructive when thoughtful politicians feel obliged to utter claptrap. On this occasion it was an indication that they still see their future within the party, not in any realignment of parties. Mr Prentice's decision to go right across to the Tories would seem paradoxically to confirm that judgement. He would surely have preferred to be part of a new left-centred grouping had he been asked to leave the party. So the manner of his defection is in its way further evidence that in general the bonds of the Labour movement are holding.

Does not follow that the party is now safely on the way to victory: to write off the Tories because Labour morale is rising would be far too facile. But it does mean that those whose faith is pinned on changing the pattern on the left of British politics have received a setback to their hopes.

Geoffrey Smith

## LEAPMAN IN AMERICA

Every day at noon, excepting weekends, a few dozen reporters repair to a broad but shallow room on the first floor of the United Nations headquarters in New York. There Bill Powell, the United Nations' chief spokesman, or one of his assistants, reads the day's engagements for the Secretary-General and the President of the General Assembly.

The Secretary-General might, for instance, have been seeing the Foreign Minister of the Central African Empire, the head of the United Nations Water Commission, the five Nordic ambassadors. He might be dining with the President of Djibouti, and gratefully accepting on behalf of the United Nations some commemorative slab presented by the Government and people of Iraq. All will be solemnly listed and even, in a few cases, written down by the reporters.

Then the spokesman will answer questions on topics of the moment. What does the Secretary-General think of the latest Middle East peace initiative? He likes it. When will the Security Council meet on Cyprus? Consultations are under way.

A reporter might complain about the inadequacy of one reaction or another, the paucity of information on this or that topic. An attempt might be made to needle the spokesman, to make a debating point.

After about 20 minutes they file out. The day's briefing is over. Except on rare occasions, the information divulged at it

will appear in hardly any newspapers.

Returning to the United Nations after an absence of five years, what struck me, through one of these briefings, was how little the dramatic personae had changed. While it is customary in most newspapers for reporters to be re-assigned from one specialist assignment to another every few years, the rule does not seem to apply in the case of United Nations correspondents.

A good many have been there for more than 20 years. A few date from the very beginning of the organization at Lake Success just after the War, and some from the earlier San Francisco meetings at which it was established. A surprising number are women of an uncertain age.

They have formed a little self-contained community, complete with its own procedures, its own social life, its own internal diplomacy, its own (often intense) personal rivalries which sometimes get a little out of hand.

Bill Powell, head of the United Nations press service, explained to me how such disputes—incongruous in a body devoted to world peace—occur. "Some of them are professional grudges," he said. "And one of them might be making a long statement instead of asking me a question and some of his colleagues will tell him to shut up. I have to say: 'Gentlemen, please. I—but they're not easily discouraged.'"

William Oatis of the Asso-

ciated Press, who has been covering the United Nations since 1954, was more blunt. "Some of them are just bitter personal enmities. Don't ask me why: I came here after it started."

Michael Littlejohns of Reuters, who has only a year less seniority than Oatis, puts it in a different way. "We are rather huddled together like rats in a cage. As rats become hostile to one another, so do correspondents. Not everyone here is as balanced as might be desirable."

I asked both of them why people stay at the United Nations so long, and both replied that it took a while to develop the knowledge and the contacts to do the job properly. "A lot of people come here who don't understand the organization and its procedures and write an awful lot of garbage," Littlejohns said.

New agencies have to keep a close eye on everything that goes on at the United Nations, because they serve numerous different countries, each one concerned chiefly with discussion of its own affairs. For reporters from individual newspapers, though, the minutes of day-to-day United Nations business is extraneous. I am always overwhelmed, as I go into the press room and see its racks filled with crisp new press releases, by the feeling that there is more information there than anyone can possibly need.

This is why not many newspapers nowadays keep correspondents at the United Nations. In the past few years

all the important American papers—with the exception of the New York Times—have closed their bureaux there. Foreign newspapers—indeed, some—have the United Nations covered part-time only, by their New York or Washington correspondents.

"The novelty has worn off gradually through the years," Oatis explains. "There has been a gradual loss of interest in the United Nations among Americans as the influence of the United States has dwindled. The United States does not use the United Nations in its foreign policy any more."

While the number of newspaper correspondents has dwindled, there has been no decrease in the number of reporters at the United Nations who write newsletters, primarily for the internal consumption of United Nations delegates. These are the real old stagers, who hardly ever miss a briefing, and who tend, at times, to ask the most intricate questions.

"My clients," one of the newsletter writers told me, "want to know what's really going on in the UN corridors. They don't get the real stories from the newspapers. So that's what I give them."

Said another: "I want to know what the people who reach the people." It is certainly true that the UN has its own internal diplomatic intrigues which mean little to the world outside. During the Security Council debate last month on Rhodesia, there was a small sensation

when some delegates suspected that Dr David Owen, our dynamic young Foreign Secretary, was dynamically trying to rush them into passing his resolution. Indeed he was incandescent enough to tell them, as much as saying he was anxious to fulfil a speaking commitment in Chicago.

The older heads tut-tutted and said that there was no way to behave. More to punish him than anything else, the Council decided to adjourn until the next day when Owen had to stop on his way back from the windy city, delaying his return to London to prepare for the Labour Party conference. The series of events excited students of UN protocol, but caused not a ripple elsewhere.

Aside from those who write newsletters, there are some accredited correspondents who appear to write very little for anything. Littlejohns explained that it is hard to compel a former correspondent who enjoys to be one and many enjoy going through the motions of reporting for old times' sake. Others work as unofficial agents for individual delegations.

That is why, if I were to go away for another five years and come back, I would find the same faces at the briefing. There would still be the same questions about world government and the Middle East peace initiative. As for the Security Council meetings on Cyprus, consultations would still be going on.

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## MANAGEMENT

Edited by Rodney Cowton

## LETTERS TO THE EDITOR

# Why product design must have a voice in the boardroom

Too many British companies are being outpaced by their foreign rivals in product design. International competition in many industrial fields is steadily shifting from price to design comparisons.

In a growing number of sectors, production of volume products has ceased or is diminishing because United Kingdom companies have been out-designed by foreign competitors. Department of Industry figures constantly disclose a growing sophistication of import design as compared with home production.

As far as international figures can be trusted, they show that the resources spent by foreign companies on product development often exceed by large margins those spent by equivalent British companies.

Some might argue that our relative failure in product development is due to a sheer lack of the necessary number of creative minds, but this seems very doubtful.

Rather, I would argue that the men and women who could help to design our industry into a more successful future often possess neither the status nor the resources to make their potential contribution.

Therefore, I wish to propound the idea that one means of bettering the product design performance of British industrial companies is to regard relative failure in this area as an organizational problem.

The operational work of industry is to design, produce and market goods, but in many companies design has not emerged as one of the three prime functions, whereas manufacturing and marketing have.

There is often uncertainty as to who actually leads the design function: that person may not be directly answerable to the chief executive. Many companies have difficulty in stating what percentage of their revenue is allocated to product design, and the design function is usually referred to as "research and development", which can be unfortunate.

"R and D" is regarded not only by those engaged in it, but also by many management, as a unique type of employment quite different from manufacturing and marketing. This leads to the assumption that, while it is possible to allocate specific tasks within time targets to manufacturing and marketing, such an approach is not possible with "R and D".



Lord Brown.

International competition in many industrial fields is steadily shifting from price to design comparisons. Spending by foreign firms on product development often greatly exceeds that spent by UK companies

If this were so it would mean that there was no real possibility of product development matching the overall future strategy of the company. But much creative work is done in dealing with industrial relations problems, in thinking out marketing strategies and devising new manufacturing technologies, and all in a coordinated manner in accordance with set parameters and time targets.

Why should this work be deemed less creative than that of designing products?

There is growing evidence that the Japanese have fully grasped this point and that their product teams are working to pre-set tasks and time targets often stretching many years into the future, but coordinated with changes in manufacturing capacity and research into future markets.

There are in operation in the United Kingdom, and have been in the past, government schemes under which companies could obtain financial

assistance for product development, as well as for investment in plant and machinery, but in only a minority of cases have applications related to product development been successful. The latest government scheme is specifically aimed at stimulating investment by manufacturing industry in the development of products and processes. Some £20m is available initially to provide grants of 25 per cent on qualifying costs or 50 per cent on the turnover of successful results. The scheme is on a selective basis and its main thrust is towards the mechanical and electrical industries.

It is clear that the Government is taking product development very seriously, and it is difficult to see how a government can do otherwise. But more needs to be done, because the development of a wider and better range of products is not only a cash problem or a technological problem.

blem. The need is to convince chief executives that it is also an organizational problem.

In many companies, failure to compete in terms of product design is due to failure to place the head of the product team in the right position, failure to provide the right resources and failure to set the right terms of reference.

Wherever possible in industrial group companies, and essentially in simple companies, the chief executive should have immediate responsibility to him not only those in charge of manufacturing and marketing but also a person of the same rank as those in charge of these functions who is responsible for an explicitly organized department accountable for developing the company's products in accordance with a coordinated plan.

The chief executive should make it mandatory for those in charge of these three functions to consult regularly.

In some engineering companies one person is put in charge of both design and manufacturing, but there is then a strong tendency for too high a proportion of effort to be devoted to the solution of manufacturing problems because these are short-term and often urgent. It is recommended that the two functions be kept quite separate.

The major demonstration of the validity of the foregoing organizational approach is the English Electric Company. Soon after Arnold Weinstock (now Sir Arnold) assumed command of English Electric and AEL, as well as General Electric, a policy of giving chief executives of subsidiary companies control over design, manufacturing and marketing was adopted.

The results speak for themselves. In 1947 a similar policy was adopted by Glacier Metal.

The type of thinking outlined here is unfortunately not widespread in industry. It might greatly help industry if the Institutions of Mechanical, Electrical and Civil Engineering considered this organizational aspect of product design and caused it to be discussed among their members in a more widespread manner than has occurred in the past.

Wilfred Brown

Lord Brown was a Minister of State at the Board of Trade, 1965-70; and chairman of the Glacier Metal Company, 1939-65.

## Training for teamwork at ICI Mond

One of the discoveries made by many companies in the past 10 years of rapidly evolving industrial relations climate is that change begets change.

It is sometimes a lesson which is painfully learnt, but in intelligent managed businesses the fact is perceived before experience drives it home. So it seems to have been, for example, at ICI.

In the late 1960s a major industrial relations reform was put into effect with the implementation of the weekly staff agreement under which the conditions of employment of hourly paid workers were transformed to more closely resemble those of white collar workers.

It would probably be true to say that the managers at ICI who negotiated the weekly staff agreement with the trade unions were chiefly concerned to change the attitudes of the hourly paid workers, but many quickly realized that changes in employee attitudes would require changes in managerial methods.

It was at about this time, 1968, that the first Mond Division was developed between the Mond Division of ICI and the methods of training and styles of managerial behaviour associated with the late Ralph Coverdale.

These focus on systematic approaches to problem solving and to working in groups. They are based not on didactic lecturing, but on methods of training which concentrate on solving problems and making managers conscious of their methods of working, thus leading to a modification of these methods.

One of the essential elements in the acquisition of a willingness to listen to and comprehend the other man's point of view.

The connection between the use of Coverdale training as it has developed in the Mond Division and the weekly staff agreement, difficult to pin down precisely.

Some Mond Division managers will tell you that there was almost a direct cause and effect—that the weekly staff agreement demanded a change in managerial methods and managerial approaches and the other way round.

Others will suggest that the implementation of the weekly staff agreement so absorbed people's energies that in some cases it was only after 1972 when that process had been completed, that managers began looking for new things to do and that one of those things was to extend Coverdale to new areas of the Division.

One of the examples, was that of research and development at Runcorn, where the Mond Division's headquarters are. The R & D people started using Coverdale late in 1974, and now about half of the 750 people in the department have had at least a limited exposure to these methods.

Dr W. B. Dobie, the R & D general manager, hopes that in one or two years as many as 85 or 90 per cent will have been through Coverdale training.

Coverdale training in the R & D department is voluntary, but just a few miles away across the River Mersey, at the Widnes plant, which the works manager, Mr R. D. Crook, describes as "totally committed to these methods", a point has been reached where it is felt necessary for all managers to use them.

At one stage about two thirds of the shop stewards at Widnes also went on Coverdale courses. There is some caution shown about how deep the impact of this was on industrial relations at Widnes, but it seems at least agreed by both sides that the tone has changed. "Instead of the difficulties we used to have, we now at least listen."

One of the problems of behavioural training generally, and of Coverdale training in particular, is that it is almost impossible to measure the benefits. However, Dr Dobie claims to have detected a number of "signals" suggesting that these methods are working and he takes the not deliriously optimistic view that these indicate that the department is at least getting back within a year or so the money it spends on Coverdale.

ICI, as a company, operates on the basis of allowing a high degree of autonomy to its component units. The Mond Division has a strong sense of their own identity and enjoy a high degree of discretion. This is reflected from the divisional structures down to the works managers. It is to be expected that the Mond Division range of commitment to Coverdale seems to extend from at least agnosticism to apostolicism.

However, Mr Arthur Tait, personnel director for the Mond Division, appears to feel that the time is approaching for taking a more strategic divisional view. He sees Coverdale as "a highly effective method of developing teams and groups where quite quickly the objectives are felt to be reasonable". However, he is not so convinced of its effectiveness where there is at least superficially a degree of conflict in the desired objectives, as, for example, in relations between trade unions and management. He feels that so far in the various units of Mond Division Coverdale has been used as a management development tool, but the question he is now posing is whether it is now making the best use of it or whether it should be more broadly used as an organizational development programme.

RC

## Why EEC demands over truck and bus drivers hours are impracticable

From Miss Stella Green

Sir, As a regular bus user, I read with considerable concern your Transport Correspondent's report on bus and lorry drivers' hours (September 28). As a consumer of goods, all at some stage transported by road, I am doubly affected.

Why, in order to be "good Europeans" must we suffer bumbling bureaucracy? I am in favour of the EEC, but one's faith is shaken by the way in which its administrators single out wrong targets for their legislative efforts; anything, it seems, to justify their existence. Yet they were unable to carry through such a simple and sensible proposal as that to introduce "summer time" on the same day in all member states using this system.

Mr Bailey clearly shows the false logic which has led to the EEC hours regulations. It is we, the consumers, the general public, who will have to pay for this farce—unless there is an unprecedented harmonization of down-to-earth common-sense in Brussels!

Yours etc.

STELLA GREEN,  
5 Lancaster Court,  
Lancaster Avenue,  
London SE27.

October 2.

From the Director-General of the Road Haulage Association

Sir, Michael Bailey's article on drivers' hours (September 28) is timely and effectively draws attention to the serious consequences for the road transport industry of the continuing decision about the rules which will apply in the United Kingdom after January 1, 1978.

It would be unfortunate, however, if the article encouraged opposition to membership of the EEC of unfair criticism of "Brussels bureaucracy".

It is not the bureaucrats but the Council of Transport Ministers who have failed to agree on the rules governing drivers' hours and created fresh problems for road transport. It would certainly be quite impracticable for operators to run running schedules and other working arrangements by the beginning of 1978, or even, in many cases, by January, 1979, if the reduction in driving hours is to be from ten to eight.

Such adjustments and related changes would have to be discussed and agreed with the trade unions and this process would not necessarily be easily or quickly completed. Moreover, the consequent increase in the cost of transport services to the economy, and therefore in the prices of all goods, would be considerable.

Changes of this nature cannot be accepted immediately by the United Kingdom without serious effects on the economy, but the haulage industry is prepared to move towards acceptable standards by stages. My association supports membership of the EEC and has cooperated, and continues to cooperate, with the

Department of Transport and the EEC Commission's services in Brussels in attempting to formulate a common transport policy.

We recognize that on the question of drivers' hours there are differences between the governments of member states but an acceptance of the "package" put forward by the Secretary of State for Transport in June, which provided for the phased introduction of an amended regulation in the United Kingdom, seems the best means of resolving the differences. This "package" was not acceptable to the French, who feel that Britain has had enough to adjust to the EEC rules.

Whatever justification there may be for this view, forcing the United Kingdom into the situation described by Michael Bailey will not improve matters. The French authorities may have assured that they have made their point, that the road transport industry here genuinely cannot afford to comply with the existing regulations by January 1978, and that they are prepared to move by stages towards the implementation of a practicable set of rules acceptable to all.

Yours faithfully,  
G. K. NEWMAN,  
Director-General,  
Road Haulage Association,  
Roadway House,  
22 Upper Woburn Place,  
London WC1H 0BS.  
October 3.

## Criticism of sub-post office closures

From the Director, Mail Users' Association, Ltd.

Sir, The Post Office has received much criticism for closing scale payment sub-offices. This is often mistaken and fails to give the corporation credit for maintaining the best network of its type anywhere in the country.

The Carter report acknowledged this by pointing out that the United States, although 17 times greater in area than the United Kingdom, has only 30 per cent more post offices.

The reduction in the number of sub-post offices, and its impact tends to be exaggerated, while the reasons for closures are often ignored. The system has been reduced by only 5 per cent since the post 10 years, and in cases of individual hardship special provision can be made for the distribution of pensions and allowances.

However, the main point is that the Post Office has faced considerable difficulties in maintaining its sub-post office network. The decline of the small shop has meant that it is often difficult to fill vacancies. Increasing and more violent crime has added to the recruitment problem.

Other circumstances force closures upon the Post Office, for instance, the clearing of town residential areas and their replacement by estates with central shopping areas—often planned by the same councils that complain so vociferously about reduced provision of sub-offices.

Post Office counter work has declined, either as a result of falling postal demand (money orders, postal orders, and registered work) or because of the reorganization of distribution systems (licences and national insurance stamps). The threat of the Government removing agency work from the Post Office, so tightly distanced by the Lyons (The Times Business News, September 21) is very real.

In 1977 only just over £100m worth of national insurance stamps were sold over Post Office counters; 10 years ago, when such work contributed approximately one third of counter transactions, the figure was well over £1,000m. The Post Office has diversified its counter activities but alternative trade of this order is not available.

In each case of closure the savings are quite small, as Mr Lyon pointed out, but in a total of over a million sub-offices, £1,000m every saving will seem slight since the possibility of cutting out an odd £100m of expenditure by a single economy does not exist. Thus a series of small savings have to be made which only have an effect in aggregate.

Moreover, the Post Office has a statutory duty, laid down by Section 9 of the 1969 Post Office Act, to operate with regard to efficiency and economy in meeting its service obligations. The Post Office is, therefore, obliged to review its provision of offices, and make adjustments as circumstances change.

The profits and advertising policy of telecommunications are irrelevant to the sub-post office issue. Those profits are required for investment in new equipment, and it is worth

remembering that a short while ago the corporation was criticized for not investing enough in a core of modern equipment. The advertising campaign makes good commercial sense since by increasing business it is expected, the telecommunications business will thereby enable charges to be held down for longer periods, and investment to be made in more rapid.

The subsidizing of mail by the Post Office is a long-standing feature of the argument. On the one hand, the Post Office would erode financial discipline and rational resource allocation, and lower standards of service. It is refreshing to see the Post Office's own policy for 1977 postal and telephone services using up-to-date methods, and from being criticized for being through the corporation should be encouraged.

All is not lost to Mr Lyon's target of 1978 or to the 1976 or other local authority wishes. If they are to be kept under a "redemptive" policy, the Post Office's amount of savings it would have made by closing the offices would be provided in the form of a grant to the corporation should be encouraged.

Yours faithfully,  
MICHAEL E. CORBY,  
29 Sackville Street,  
Piccadilly,  
London, W1X 1DB.  
September 22.

## Championing the cause of the disgruntled car buyer

From Mr P. N. O'Donoghue

Sir, In welcoming the appointment by the motor trade of an official to assist disgruntled car buyers, Mr Dix (September 28) advocates similar services which are offered by his own organization, the Motor Agents Association. A report in the current issue of What Car of an attempt to use these services concludes that the MAA has delayed rather than facilitated

the settlement of a complaint against a garage. It goes on to say that it is worth remembering that the MAA is made up of garage trade members and is essentially in existence to protect their interests. . . are the MAA the right people to do the job? Surely it should be an independent body without any interests or over connections with the motor trade and industry?" Surely indeed

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One wonders how effective the new Consumers Relations Adviser of the Society of Motor Manufacturers and Traders will prove in championing the cause of "discontented customers" against the defence offered by his own employers.

Yours faithfully,  
P. N. O'DONOGHUE,  
21 Hollywood Road,  
New Barnet,  
Hertfordshire EN5 1DQ.

## Capital problems in Catalonia

Greater Barcelona, with a population of over a million, lies with Madrid for the unofficial title of Spain's most important city. But as far as the Catalonians are concerned there is no contest.

Barcelona is Spain's largest industrial zone, a boom in cultural life unequalled in any other part of Spain and, unlike Madrid, it has prospered despite centralized government rather than because of it.

A major port and banking centre, Barcelona can hardly be considered without taking into account the huge suburbs and nearby cities jammed with industry, all linked to it by finance, transport and commerce. The Barcelona area boasts the country's largest car factory, major textile mills and countless other industries producing goods ranging from fertilizer to perfume and from books to boots.

Although the Barcelona natives speak Catalan at home, there are more books printed there in Castilian Spanish than in any other place in the world except Buenos Aires.

About a quarter of Spain's industrial production comes from Catalonia and 85 per cent of that comes from the province of Barcelona. The people of Catalonia have a reputation as hard businessmen and are as thrifty as the Scots. Figures for personal savings seem to support that impression: one fifth of the money put into private savings accounts in Spain is deposited in Catalonia.

Despite its impressive industrial strength, however, Barcelona is not without problems. The current business recession has seriously affected many industries in the region and resulted in rising unemployment.

This is of particular social importance because of the large number of immigrant

workers, mostly from the poorer provinces of southern Spain, who have been attracted to the area. Now that home rule is a reality in Catalonia the question of social, cultural and economic assimilation of the immigrant population will be even more sharply felt.

The commercial and manufacturing supremacy of Barcelona, in any case, has not quite managed to put the province at the top of the list of Spain's most fortunate people. A survey carried out last year by a Spanish government agency to determine the index of social welfare of the various provinces (according to the system devised by economists Bergson, Samuelson and Arrow) put Barcelona in fifth place, trailing behind Madrid and three of the Basque provinces.

Inflation has hit Barcelona harder than most other Spanish cities. According to a statistical study published in *Comentarios Sociológicos* by the Spanish Federation of Savings Banks, food costs in Barcelona were higher in 1976 used in the first two months of 1977 (the latest period included) than in any other major Spanish city.

Because industrialization began in Barcelona long before it took hold in most of the rest of Spain, much of the equipment and installations of its industries are obsolete. To correct this defect, which is particularly noticeable in the textile industry, the government has offered incentives to manufac-

ture to destroy outdated machinery and close unprofitable factories.

Of the 103 textile companies whose applications for such subsidies were approved last year, 83 were in the province of Barcelona, and they represented more than 80 per cent of the total number of companies applying for aid under the programme.

As a highly industrialized area, Barcelona has its share of labour problems. It lost 2,700,000 man hours during the first quarter of this year through strikes. That was more than the total man hours in the labour disputes in Madrid and Bilbao combined during the same period.

Nevertheless Barcelona is not far from being the most strike-bound province. That was Valencia, where a construction million man hours during the same quarter, representing more than half of the total time lost throughout the country.

Labour is far from tame in Barcelona and political activities can now be expected to increase events in industry even more than in the past.

Industry in the European regions

Harry De

Harry De

Harry De

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Harry De

Harry De

## S. Pearson & Son

### Unaudited results of the Group for the half-year to 30th June 1977

#### Dividends

The directors have declared an interim dividend on the ordinary share capital of 2.0p per share, the same as last year, payable on 25th November 1977 to shareholders on the register of members on 28th October 1977. The final dividend per share for 1976 required to bring the total for that year up to the maximum permitted under current legislation (6.168285p) is 0.063925p and this will be paid with the interim.

Results	1977 £000	1976 £000
Turnover, excluding banking and investment income	157,683	133,848
Profit of the group before taxation	19,018	14,566
Deduct proportion attributable to minority interests	4,826	3,347
Profit before taxation attributable to S. Pearson & Son, Ltd.	14,192	11,219
Total taxation (overseas taxes £1,950,000 1976 £1,693,000) including deferred taxation	10,175	7,859
Deduct proportion attributable to minority interests	2,551	1,918
	7,624	5,941
Net profit attributable to S. Pearson & Son, Ltd. before extraordinary items	6,568	5,278
Extraordinary items, less minority interests and taxation	(56)	179
Net surplus including extraordinary items	6,512	5,457
Dividends:		
Preference	9	9
Ordinary: interim for 1977	1,369	1,363
final for 1976	43	—
	1,421	1,372
	5,091	4,085
Earnings per ordinary share, before extraordinary items	9.59p	7.73p

Exchange differences arising on the reconversion to sterling of net assets overseas are excluded from the above figures.

مكتبة



## MANAGEMENT

Edited by Rodney Cowton

## LETTERS TO THE EDITOR

# Why product design must have a voice in the boardroom

Too many British companies are being outpaced by their foreign rivals in product design. In many industrial fields, the competition is steadily shifting from price to design comparisons.

In a growing number of sectors, production of volume products has ceased or is diminishing because United Kingdom companies have been out-designed by foreign competitors. Department of Industry figures constantly disclose a growing sophistication of import design as compared with home production.

As far as international figures can be trusted, they show that the resources spent by foreign companies on product development often exceed by large margins those spent by equivalent British companies.

Some might argue that our relative failure in product development is due to a sheer lack of the necessary number of creative minds, but this seems very doubtful.

Rather, I would argue that the men and women who could help to design our industry into a more successful future often possess neither the status nor the resources to make their potential contribution.

Therefore, I wish to propound the idea that one means of bettering the product design performance of British industrial companies is to regard relative failure in this area as an organizational problem.

The operational work of industry is to design, produce and market goods, but in many companies design has not emerged as one of the three prime functions, whereas manufacturing and marketing have.

There is often uncertainty as to who actually leads the design function; that person may not be directly answerable to the chief executive. Many companies have difficulty in stating what percentage of their revenue is allocated to product design, and the design function is usually referred to as "research and development", which can be unfortunate.

"R and D" is regarded not only by those engaged in it, but also by many managers, as a unique type of employment quite different from manufacturing and marketing. This leads to the assumption that while it is possible to allocate specific tasks within time targets to manufacturing and marketing, such an approach is not possible with "R and D".



Lord Brown.

International competition in many industrial fields is steadily shifting from price to design comparisons. Spending by foreign firms on product development often greatly exceeds that spent by UK companies

If this were so it would mean that there was no real possibility of product development matching the overall future strategy of the company. But much creative work is done in dealing with industrial relations problems, in thinking out marketing strategies and devising new manufacturing technologies, and all in a coordinated manner in accordance with set parameters and time targets.

Why should this work be deemed less creative than that of designing products?

There is growing evidence that the Japanese have fully grasped this point and that their product teams are working to pre-set tasks and time targets often stretching many years into the future, but coordinated with changes in manufacturing capacity and research into future markets.

There are in operation in the United Kingdom, and have been in the past, government schemes under which companies could obtain financial

assistance for product development, as well as for investment in plant and machinery, but in only a minority of cases have applications related to product development.

The latest government scheme is specifically aimed at stimulating investment by manufacturing industry in the development of products, and in a coordinated manner in accordance with set parameters and time targets.

It is clear that the Government is taking product development very seriously, and it is difficult to see how a government can do more to help. But more needs to be done, because the development of a wider and better range of products is not only a cash problem or a technological pro-

blem. The need is to convince chief executives that it is also an organizational problem.

In many companies, failure to compete in terms of product design is due to failure to place the head of the product team in the right position, failure to provide the right resources and failure to set the right terms of reference.

Wherever possible in industrial group companies, and essentially in simple companies, the chief executive should have immediate responsibility to him not only those in charge of manufacturing and marketing but also a person of the same rank as those in charge of these functions who is responsible for an explicitly organized department accountable for developing the company's products in accordance with a coordinated plan.

The chief executive should make it mandatory for those in charge of these three functions to consult regularly.

In some engineering companies one person is put in charge of both design and manufacture, but there is then a strong tendency for too high a proportion of effort to be devoted to the solution of manufacturing problems because these are short-term and often urgent. It is recommended that the two functions be kept quite separate.

The major demonstration of the validity of the foregoing organizational approach is the English Electric Company. Soon after Arnold Weinstock (now Sir Arnold) assumed command of English Electric and AEL, as well as General Electric, a policy of giving chief executives of subsidiary companies control over design, manufacture and marketing was adopted.

The results speak for themselves. In 1947 a similar policy was adopted by Glacier Metal.

The type of thinking outlined here is unfortunately not widespread in industry. It might greatly help industry if the Institutions of Mechanical, Electrical and Civil Engineering considered this organizational aspect of product design and caused it to be discussed among their members in a more widespread manner than has occurred in the past.

Wilfred Brown

Lord Brown was a Minister of State at the Board of Trade, 1965-70; and chairman of the Glacier Metal Company, 1939-65.

## Training for teamwork at ICI Mond

One of the discoveries made by many companies in the past 10 years of rapidly evolving industrial relations climate is that change begets change.

It is sometimes a lesson which is painfully learnt, but in intelligently managed businesses the lesson is received before experience drives it home. So it seems to have been, for example, at ICI.

In the 1960s a major industrial relations reform was put into effect with the implementation of the weekly staff agreement under which the conditions of employment of hourly paid workers were transformed to more closely resemble those of white collar workers.

It would probably be true to say that the message at ICI who negotiated the weekly staff agreement, with the trade unions were chiefly concerned to change the attitudes of the hourly paid workers, but many quickly realized that changes in employee attitudes would require changes in managerial methods.

At about this time, 1968, that the Mond Division of ICI and the methods of training and styles of managerial behaviour associated with the late Ralph Coverdale. These focus on systematic approaches to problem solving and to working in groups. They are based not on didactic lecturing, but on methods of training which concentrate on analysing, and making managers conscious of their methods of working, thus leading to a modification of these methods.

One of the essential elements of this approach is a willingness to listen to and consider the other man's point of view.

The connection between the use of Coverdale training as it has developed in the Mond Division and the weekly staff agreement is difficult to pin down precisely.

Some Mond Division managers will tell you that there was almost a direct cause and effect—that the weekly staff agreement demanded a change in emphasis in managerial approaches and that Coverdale was one of the routes by which this was sought.

Others will suggest that the implementation of the weekly staff agreement absorbed managerial energies that it would have been only after 1971-72, when that process had been completed, that managers began looking for new things to do and that one of those things was to extend Coverdale to new areas of the business.

One such area, for example, was that of research and development at Runcorn, where the Mond Division's headquarters are. The R & D people started using Coverdale late in 1974, and now about half of the 750 people in the department have had at least a limited exposure to these methods.

Dr W. B. Dobie, the R & D general manager, hopes that in one or two years as many as 85 or 90 per cent will have been through Coverdale training.

Coverdale training in the R & D department is voluntary, but just a few miles away across the River Mersey, at the Widnes plant, which the works manager, Mr R. D. Croft, describes as "totally committed to these methods, a point has been reached where it is felt necessary for all managers to use them."

At one stage about two thirds of the shop stewards at Widnes also went on Coverdale courses. There is some caution shown about how deep the impact of this was on industrial relations at Widnes, but it seems at least agreed by both sides that the tone has changed. "Instead of the dogfights we used to have, we now at least listen."

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Thus it has been left to works managers to decide whether, and to what extent, to use Coverdale, or any alternative approach in their units and in the Mond Division the range of commitment to Coverdale seems to extend from at least agnosticism to apostolicism.

However, Mr Arthur Tait, personnel director for the Mond Division, appears to feel that the time is approaching for taking a more strategic divisional view. He sees Coverdale as "a highly effective method of developing teams and groups where quite quickly the objectives are felt to be reasonable". However, he is not so convinced of its effectiveness where there is at least superficially a degree of conflict in the desired objectives, as, for example, in relations between trade unions and management.

He feels that far in the various units of Mond Division Coverdale has been used as a management development tool. But the question he is now posing is whether it is making the best use of it or whether it should be more broadly used as an organizational development programme.

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From Miss Stella Green

Sir, As a regular bus user, I read with considerable concern your Transport Correspondent's report on bus and lorry drivers' hours (September 29). As a consumer of goods, all at some stage transported by road, I am doubly affected.

Why, in order to be "good Europeans", must we suffer bumbling bureaucracy? I am in favour of the EEC, but one's faith is shaken by the way in which its administrators single out the wrong targets for their legislative efforts; anything, it seems, to justify its existence. Yet they were unable to carry through such a simple and sensible proposal as that to introduce summer time, on the same day in all member states using this system.

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Yours etc,  
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quences for the road transport industry of the continuing indecision about the rules which will apply in the United Kingdom after January 1, 1978. It would be unfortunate, however, if the article encouraged the notion of membership of the EEC or unfair criticism of "Brussels bureaucracy".

It is not the bureaucrats but the Council of Transport Ministers who have failed to agree on the rules governing drivers' hours for road transport. It would certainly be quite impracticable for operators to adjust running schedules and other working arrangements by the beginning of 1978, or even, in many cases, by January, 1979, the reduction in driving hours is to be from ten to eight.

Such adjustments and related changes would have to be discussed and agreed with the trade unions, and that process would not necessarily be easily or quickly completed. Moreover, the consequent increase in the cost of transport services to trade and industry, and therefore in the prices of all goods, would be considerable.

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Department of Transport and the EEC Commission's services in Brussels in attempting to formulate a common transport policy.

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Whatever justification there may be for this view, forcing the United Kingdom into the situation described by Michael Bailey will not improve matters. The French authorities may be assured that they have made their point, that the road transport industry here genuinely cannot afford to comply with the existing regulations by January, 1978, and that we are prepared to move by sensible stages towards the implementation of a practicable set of rules acceptable to all.

Yours faithfully,  
K. NEWMAN,  
Director-General,  
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October 3.

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However, the main point is that the Post Office has faced considerable difficulties in maintaining the sub-post office network. The decline of the small shop has meant that it is often difficult to fill vacancies. Increasing and more violent crime has added to the recruitment problem.

Other circumstances force closures upon the Post Office, for instance, the clearing of town residential areas and their replacement by estates with central shopping areas—often at a cost to the Post Office of considerable sums of money. The closure of sub-offices is therefore a necessary result of circumstances change.

The profits and advertising policy of telecommunications are irrelevant to the sub-post office issue. Those profits are required for investment in new equipment, and it is worth

remembering that a "short while ago the corporation was criticized for not investing enough. The advertising campaign makes it clear that since the takeover by increasing business it will improve the economics of the telecommunications business and thereby enable charges to be held down for longer periods and investment to be made more rapidly."

The subsidizing of totally unrelated operations by the profits made on telephones or any section of post office business would erode financial discipline and rational resource allocation. Lower staff morale, it is refreshing to see the Post Office advertising its postal and telephone services using up-to-date methods; far from being criticized for this the corporation should be encouraged.

At the time lost to Mr. Lyon, his local councillors, or any other local authority wishing to keep open redundant post offices. If they offer to pay the Post Office the amount of savings it would have made by closing the office—inflation proofed of course—then postal officials could hardly refuse to continue to keep the office in question open. The money could be quite easily raised by the protesting councillors voting for an increase in rates. I am surprised that this simple expedient has not been widely adopted by councils before.

Yours faithfully,  
MICHAEL E. CORBY,  
29 Sackville Street,  
London, W1X 1DB.  
September 22.

## Championing the cause of the disgruntled car buyer

From Mr P. N. O'Donoghue

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Barcelona is Spain's largest industrial centre. It boasts a cultural life unequalled in any other part of Spain and, unlike Madrid, it has prospered despite centralized government rather than because of it.

A major port and banking centre, Barcelona can hardly be considered without taking into account the huge suburbs and nearby cities jammed with industry, all linked together by a dense network of roads, finance, transport and commerce. The Barcelona area boasts the country's largest car factory, major textile mills and countless other industries producing goods ranging from fertilizer to perfume and from books to boots.

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Despite its impressive industrial strength, however, Barcelona is not without problems. The current business recession has seriously affected many industries in the region and resulted in rising unemployment.

This is of particular social importance because of the large number of immigrant

workers, mostly from the poorer provinces of southern Spain, who have been attracted to the area. Now that home rule is a reality in Catalonia the question of social, cultural and economic integration of the immigrant population will be even more sharply felt.

The commercial and manufacturing supremacy of Barcelona, in any case, has not quite managed to put the province at the top of the list of Spain's most fortunate people. A survey carried out last year by a Spanish government agency to determine the degree of social welfare of the various provinces (according to the system devised by economists Bergson, Samuelson and Arrow) put Barcelona in fifth place, trailing behind Madrid and three of the Basque provinces.

Inflation has hit Barcelona harder than most other Spanish cities. According to a statistical study published in *Comentario Socioeconómico* by the Spanish Federation of Savings Banks, food costs in Barcelona were higher in 1976 and in the first two months of 1977 (the latest period included) than in any other major Spanish city.

Because industrialization began in Barcelona long before it took hold in most of the rest of Spain, much of the equipment and installations of its industries are obsolete. To correct this defect, which is particularly noticeable in the textile industry, the government has offered incentives to manufac-

turers to destroy outmoded machinery and close antiquated factories.

Of the 103 textile companies whose applications for such subsidies were approved last year, 83 were in the province of Barcelona and they represented more than 80 per cent of the total number of companies applying for aid under the programme.

As a highly industrialized area, Barcelona has its share of labour problems. It lost 2,700,000 man hours during the first quarter of this year through strikes. That was more than the total man hours lost in labour disputes in Madrid and Bilbao combined during the same period.

Nevertheless Barcelona was far from being the most strike-bound province. That was Valencia, where a construction strike caused a loss of 28.8 million man hours during the same quarter, representing more than half of the total time lost throughout the country.

Labour is far from tame in Barcelona and political attitudes can now be expected to influence events in industry even more than in the past.

Harry De-

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# S. Pearson & Son

## Unaudited results of the Group for the half-year to 30th June 1977

## Dividends

The directors have declared an interim dividend on the ordinary share capital of 2-0p per share, the same as last year, payable on 25th November 1977 to shareholders on the register of members on 28th October 1977. The final dividend per share for 1976 required to bring the total for that year up to the maximum permitted under current legislation (6-168285p) is 0-063925p and this will be paid with the interim.

Results	1977 £000	1976 £000
Turnover, excluding banking and investment income	157,683	133,648
Profit of the group before taxation	19,018	14,566
Deduct proportion attributable to minority interests	4,826	3,347
Profit before taxation attributable to S. Pearson & Son, Ltd.	14,192	11,219
Total taxation (overseas taxes £1,950,000 1976 £1,693,000) including deferred taxation	10,175	7,859
Deduct proportion attributable to minority interests	2,551	1,918
	7,624	5,941
Net profit attributable to S. Pearson & Son, Ltd. before extraordinary items	6,568	5,278
Extraordinary items, less minority interests and taxation	(56)	179
Net surplus including extraordinary items	6,512	5,457
Dividends:		
Preference	9	9
Ordinary: interim for 1977	1,369	1,363
final for 1976	43	—
	1,421	1,372
	5,091	4,085
Earnings per ordinary share, before extraordinary items	9-59p	7-73p

Exchange differences arising on the reconversion to sterling of net assets overseas are excluded from the above figures.

1350 1350



## FINANCIAL NEWS AND MARKET REPORTS

## Nationalization sums complicate the analysis of Hawker Siddeley

Speculation as to the fate of Hawker Siddeley and others following nationalization compensation is likely to tax various analytical minds in the coming months. At W. Greenwell & Co., Mr. J. P. Heron has tackled one of the most important, and vague, areas of this debate, namely how much compensation will the Government finally pay?

The broker points out that the major area of difference between Hawker and the Government looks likely to be the value of the United Kingdom aerospace freehold and leasehold properties. On an existing use and open market basis these were valued at December 1974 at £49.9m in excess of related net book amounts which is clearly excluded from the £73.1m total of United Kingdom aerospace net assets stated as clearly attributable to the group at the end of last year.

Therefore, Mr. Heron argues: "Were the group compensated fully for the 1974 valuation of the United Kingdom aerospace properties, theoretically compensation could total around £123m including the £53m loans to the aerospace subsidiaries." But that is only theory, as Greenwell readily recognizes. The broker continues to assume compensation totalling £75m, which is probably realistic, "without pretending that this represents an estimate, which is not really possible in view of the wide scope for negotiation apparent from our study of the situation".

The point for Hawker, however, is its considerable existing financial muscle.

Aggregating the current market value of issuable equity with estimated cash resources indicates financial scope, without further borrowing or share capital authorization, to make an acquisition comfortably worth some £250m.

Mr. Heron believes that Hawker will follow certain basic principles in making the acquisition. For a start, the size of its financial resources will not tempt the management to go for a "quantum jump" in the scale of the overall business. Nor will it bid blind or against a competitive offer. The chances are, then, that the group will acquire companies on fairly high exit earnings multiples "with the effect of diluting somewhat its earnings".

## Brokers' views

That dilution, however, should only be very moderate even in the very unlikely event that shareholders in an offshore company take only paper as the preferred consideration. On the very conservative assumption that Hawker would be forced to take a company out on a p/e of 13-15, or 15-20 over the FT Actuaries General Engineering sub-sector, an acquisition worth £25m would cut Hawker's estimated 1978 earnings of 28p per share to 27.1p. At £75m, earnings would be 25.1p if the acquisition's earnings show no net change in its first year within the group and at £125m earnings would only fall to 24.6p per share.

Only time will tell how Hawker will look post-nationalization compensation when the

ensuing takeover phase is over. But, for those who like to draw parallels, the case of Tube Investments is almost irresistible. Financed by the proceeds of steel nationalization, TI embarked on a substantial acquisition policy in the late 1960s which, like many acquisition programmes, took a good deal of digestion.

The list of TI's consumer goods brand names—Creda, Raleigh Cycles, Ascot, Tower and Glow-Worm—among others—shows how determined the group has been to balance the capital goods cycle. Looking at TI, Grieseson Grant ventures the opinion that "the overall policy of reducing its dependence on the capital goods cycle and making substantial investments in the areas with good long-term potential was excellent but necessary rationalization measures, particularly in machine tools and domestic appliances, took far too long to implement". This delay, coupled with the depressed performance of the 50 per cent owned British Aluminium, "goes a long way towards the explanation for a compound earnings rate of under 10 per cent".

But the broker is now more complimentary. TI "has now reached the position, perhaps after a longer time than was necessary, when all its major activities are well equipped to compete effectively in their respective markets". In the current dull conditions, the broker believes, the group should make significant progress and estimates earnings of 59p this year against 46.95p a share.

Ray Maughan

## Prices suffer biggest weekly drop for year

Eurodollar bond prices fell about one point last week, representing the sharpest decline for any week so far this year, as investors avoided making commitments and dealers tried to get short in face of the double peril of rising short-term interest rates and a declining dollar, writes AP-Dow Jones.

Conversations with several dealers indicated that relatively few investors are being panicked into dumping their bonds on the market. On the other hand, the cash flow from Eurodollar bond portfolios now seems to be moving into short-term investments such as certificates of deposit (CDs) or into Swiss franc and Deutsche mark notes as protection from the weakness of the dollar.

Some analysts view both the movement into short-term investments and hard currency securities as a "storage of buying power" that will be unleashed later when market forces adjust both the dollar's exchange rate and dollar bond yields to attractive levels. "When Swiss and German investors start to think that the dollar will not decline further, you will see them leap all at once into dollar bonds", a bond specialist at one major investment bank said.

For the present, however, there are tinges of a "buying panic" in both the Deutsche mark and Swiss franc bond markets. One example last week was a 100 Swiss franc, 10-year bond issue of Petroleos Mexicanos (PEMEX), priced at par bearing 5.75 per cent the issue started trading at 195. If it were not for a currency crisis, the performance in the aftermarket would normally have meant that underwriters made a gross error in fixing the terms.

Moreover, the terms of the PEMEX's Swiss issue illustrates just how distorted the international bond market has become due to the dollar's weakness.

## Eurobond prices (yields and premiums)

IS & STRAIGHTS	Offer	Regist
Amstar 1983	100.00	100.00
Amstar 1984	100.00	100.00
Amstar 1985	100.00	100.00
Amstar 1986	100.00	100.00
Amstar 1987	100.00	100.00
Amstar 1988	100.00	100.00
Amstar 1989	100.00	100.00
Amstar 1990	100.00	100.00
Amstar 1991	100.00	100.00
Amstar 1992	100.00	100.00
Amstar 1993	100.00	100.00
Amstar 1994	100.00	100.00
Amstar 1995	100.00	100.00
Amstar 1996	100.00	100.00
Amstar 1997	100.00	100.00
Amstar 1998	100.00	100.00
Amstar 1999	100.00	100.00
Amstar 2000	100.00	100.00

## Euromarkets

At 105, the 10-year PEMEX issue was yielding 5.06 per cent at maturity. Yet, at the same time a recent \$75m, five-year PEMEX note issue bearing 9.0 per cent was quoted at par. Thus, even though PEMEX's Swiss issue had twice as long a maturity as the French issue, the yield differential was almost four percentage points less than in dollars.

This kind of yield difference is hard to justify. The 3.94 percentage point yield difference taken over five years would mean that the dollar would have to fall to about 1.85 Swiss francs by 1982 from its present level of 2.31 for an investor to break even on his Swiss franc holding.

While it is difficult to predict how far the dollar will decline, convertible Eurobonds sometimes offer an attractive hedge. For example, Japanese convertible bonds have given investors a good opportunity to benefit from a rise in both stock and currency prices.

For instance, a recent \$20m, 15-year convertible issue of Hitachi Real Estate Development Company, bearing 6 per cent was trading around 95 until about two weeks ago.

However, as the yen progressively rose against the dollar, the price of the bond rose to 108, reflecting the higher value of the yen when the issue is converted.

Thus, even though the primary market for straight dollar bonds may dry up because of the current crisis, the market will still probably be receptive to Japanese convertibles.

The next such offering is expected to be a \$50m, 15-year convertible issue of Tokyo Shibaura Electric Co (Toshiba) with a 6.25 per cent coupon rate.

## Receptiveness of London market urges ASARCO to seek quote

Base metals, with the notable exception, of course, of tin, may be dull in the extreme, but there have been some interesting things happening in the share market.

On top of the phenomenal success of the South Crofty issue, I understand that the United States company ASARCO is going for a quote in London later this month.

Unfortunately, having a quote in London will not remove the problem of the London premium, but it is at least somewhat encouraging that London is attracting an overseas company, particularly after all the gloomy things that have been said about London losing its position in the world as an international market.

ASARCO's decision has been prompted in part by the fact that it has some heavy borrowing, a considerable part of which has been raised in London and on the Continent. For some reason best known to themselves, bankers feel happier about international lending if the recipient has a quote near their home base.

If all goes well in London, ASARCO can be expected to go for other quotes on the Continent which should increase interest in the shares.

With copper on its back and zinc still very unhappy with more and larger United States producer price cuts seemingly inevitable, it could be argued that now is not exactly the best time for ASARCO to be going for a London quote. On the other hand, it could also be argued that at least the worst appears to be known.

From the United Kingdom point of view a major interest of ASARCO is its 49 per cent stake in MIM Holdings, which in turn owns the United Kingdom company, British Lead.

Many investors in fact use ASARCO and MIM as a switching mechanism.

Last week Cominco and Noranda bowed to the inevit-

able and reduced their zinc prices by two cents a pound to 32 cents. However, there is the view that this is too little since the price is still at a premium of more than 40 per cent to the LME price. Unless the LME price moves up sharply, a further cut is likely, putting further pressure on the European producer price.

## Mining

The South Crofty offer for sale met with such a success—45 times oversubscribed—that would be staggeringly lucky to get an allotment of shares will hardly make a killing even if the shares attract an almost immediate premium of 20p when dealing begins on Tuesday.

With applications for up to 10,000 shares only asking 20p, if any at all, that would give a gross profit of £40, on a 20p premium, before brokers' commission is even considered. Not exactly the way to get rich quick, but then that was hardly the point of it.

On the question of the United States GSA stockpile, which so dominates the future of the metal's price, Rayner-Harwill are firmly of the view that there will be no release until at least next year and that even then it will be a trickle rather than a flood and that the ITC, when it receives the tin, will also let it out slowly.

Rayner-Harwill also makes the point that the world, in industry, with the current inherent imbalance between supply and demand (the GSA excluded), is in "a very dangerous state". Faced with a 200,000 tonne stockpile, few mining companies are looking at the prospect of heavy capital expenditure on new tin mines if there is the possibility of a major upheaval in the market and major price weakness.

The argument thus is that there should be a period of three or four years of sustained high prices with the United States agreeing to a higher bufferstock range and feeding the GSA material out over perhaps five years.

In this way, the GSA would almost be treated as a producing mine, the mining industry would be faced with a period of stability and the consumers, although having to cope with continuously high prices, would at least know that the price would increase over the next year and a half (tin was £3,000 a tonne at the beginning of last year) were unlikely to be repeated.

Uranium remains as much in the news as ever but there is perhaps a danger of being carried away by some of the spot sales and short term contracts obtained by some of the South African gold mines and, indeed, some sort of correction seems likely short-term.

However, Gold Fields Property has been performing fairly spectacularly, up 73 per cent to 92p cum premium since the beginning of last month, on hopes much played down by Consolidated Gold Fields, as uranium mining being restarted in Limpopo. What mine is starting does start, the shares are too cheap, but for the time being they have probably seen most of their useful gain.

Meanwhile the tortuous battle between Westinghouse and British Nuclear Fuels, into another round, possibly next week with the House of Lords hearing an appeal by seven RTZ directors and executives against being forced to give testimony on the international uranium cartel of which RTZ is alleged to have been a member.

The British Government will be represented, effectively in support of RTZ, but if the appeal fails further action from the Government can be expected to save the day.

Desmond Quigley

## Plenty of scope for Govett Euro

Although the outlook for the principal European Stock Markets remains uncertain, Mr. D. A. H. Beer, chairman of Govett Euro, is confident that there will be interesting opportunities for investment in the next few months.

Writing in the annual report he tells shareholders that certain shares are at present cheaply valued, which means that the possible risks are already well discounted.

The investment trust company is to continue its policy of reducing its exposure to the investment currency premium and in the 12 months to June 30 last, this figure was reduced to £2.2m from a previous £4.8m.

## Crane explains why it refused Fruehauf

A letter from Crane Fruehauf, giving detailed reasons for rejecting the new offer from Fruehauf Corporation, goes out to shareholders this morning.

And chairman Mr. Angus Murray again confirmed that the United Kingdom directors

consider Fruehauf's offer "totally inadequate". This is a view shared by the Stock Market, he tells shareholders. Since the announcement of the offer the market price of Crane's shares has consistently exceeded the bid price of 61p.

## Local authority coupon down

This week the coupon on local authority bonds is trimmed from 6½ per cent to 6¼ per cent. The biggest borrowers are Birmingham, with £2m, Bristol, with £1.5m, Glasgow, £1.25m, Motherwell with £1m and Sheffield with £2.75m. Biggest of the longer term bonds is Bolton's 2-year £1m bond.

## Hoboken hopeful despite fall in zinc

Metallurgie Hoboken-Overpeelt SA, of Belgium, says results for the year ended September 30 should be above those for 1976-77, when group

net profit was 272.26m Belgian francs (about £4.3m), despite the fall in zinc values and general economic depression.

The company said in the year just completed, numerous metal prices generally eased further from the low levels reached at the start. This unfavourable development was particularly felt in the zinc industry and by the company's Overpeelt division.

## Big talks break up at Edinburgh &amp; Dundee

Talks between the directors of Edinburgh & Dundee Investment Company and a potential bidder appear to have broken down.

Following an approach last month the board has been involved in discussions but these have not resulted in any indication of possible offer terms which the directors or its advisers, J. Henry Schroder Wagg and Co regard as reasonable.

However the directors have been informed that offers may be made direct to shareholders.

## Pearson Longman Limited

Announcement of unaudited results for the half-year to 30th June 1977

	Half-year to 30th June 1977	Half-year to 30th June 1976	Year to 31st December 1976
<b>Turnover</b>	1977	1976	2000
The Financial Times Limited	13,295	11,212	23,235
Westminster Press Limited	31,574	31,115	31,115
Longman Holdings Limited	14,543	12,232	32,466
The Penguin Publishing Company Limited	8,620	8,543	18,698
Ladbroke Books Limited	1,718	1,648	3,536
Intercompany turnover eliminated	(157)	(385)	(892)
	69,193	58,653	130,198
<b>Profit before interest</b>	1,987	1,401	2,453
The Financial Times Limited	3,018	1,998	4,490
Westminster Press Limited	2,513	2,497	3,136
Longman Holdings Limited	449	807	3,213
The Penguin Publishing Company Limited	262	376	798
Ladbroke Books Limited	(21)	(4)	(42)
Pearson Longman Limited	6	6	27
Sundry adjustments	8,884	7,060	19,075
<b>Deduct</b>	(252)	(558)	(831)
Interest payable less interest receivable			
<b>Profit before taxation</b>	8,632	6,521	18,144
The company and its subsidiaries	529	468	1,730
Associated companies	9,161	6,989	19,874
<b>Total taxation (including deferred taxation)</b>			
The company and its subsidiaries	3,993	2,766	7,626
United Kingdom Overseas	512	584	1,814
Associated companies	4,505	3,350	9,440
	335	343	937
	4,840	3,693	10,377
<b>Profit of the group after taxation</b>	4,321	3,228	9,497
Profit attributable to minority interests	(106)	(137)	(484)
<b>Profit after taxation attributable to Pearson Longman Limited</b>	4,215	3,159	9,013
<b>Dividends</b>			
Preference	11	11	—
Ordinary final for 1976	23	23	—
Ordinary interim for 1977	1,750	1,750	—
Tax credit to shareholders	0.992	0.942	—
	2,652	2,692	—
<b>Profit retained</b>	755	732	—
	3,460	2,427	—
<b>Earnings per ordinary share</b>	10.20p	7.64p	21.81p

Notes:  
1. The directors propose to pay an interim dividend for 1977 on the ordinary shares of 1.75p per share (1976 1.75p), together with the tax credit of 0.902p per share to which United Kingdom shareholders are entitled, will be equivalent to a gross dividend of 2.652p per share, compared with 2.692p last year.  
2. In accordance with the resolution approved by shareholders at the annual general meeting on 27th May 1977, a final dividend for 1976 on the ordinary shares of 0.056p per share (costing £22,672) is to be paid. This, with the tax credit of 0.028p per share to which United Kingdom

shareholders are entitled, will be equivalent to a gross dividend of 0.083p per share.  
Both dividends will be payable on 25th November 1977 to shareholders on the register of members at the close of business on 28th October 1977.  
3. United Kingdom tax has been calculated at 52 per cent.  
4. No account has been taken in these interim figures of differences which would arise on revaluing net assets in overseas currencies at the exchange rates ruling on 30th June 1977. In total, these differences give rise to a loss of £144,000.

## Business appointments

## Additions to board of Dowty Group

Mr. M. H. Spence and Mr. D. Morgan have been elected to the board of Dowty Group.

Mr. G. H. Morgan, Director of Decca, has become director of Haden Carriers.

Mr. J. A. Mills has been made a director of the parent company, the CRC Group.

Mr. P. W. Corke is now managing director of SCAN and has joined the main board of the parent company, the CRC Group.

Mr. Richard Seymour has become chairman of Furness-Boulder (Insurance), Mr. Roy H. Pulford is made deputy chairman and a managing director, and Mr. Ronald B. Hurton has become a deputy managing director.

Mr. Henry J. Westwood, has been elected a non-executive director of Acrow.

Mr. Michael Slings has joined the board of International as a non-executive director.

Mr. R. M. Denny, has been made a chairman of the CRC Group.

Mr. Derek Edwards and Mr. Tudor Francis have become directors of CMG Computer Management Group (UK).

Mr. E. C. Rowell, has been made a director of Tithi Forestry Advisory.

Mr. Jim Brown is now a director of Hoggett Bowers & Partners.

Mr. J. A. D. Timms has become managing director of Racal-BCC and Racal Carlton.

Major General John Kelsey has been appointed to the board of Wile Beerthuis (United Kingdom) Ltd.

Mr. M. J. Chamberlain and Mr. P. M. Coughlin have joined the board of Selstrut Engineering.

## Results this week

## WEDNESDAY—Ints: Broux Eng Hlgs, Dominion &amp; General

Ints: Broux Eng Hlgs, Dominion & General, Eastern Invest Ltd, E. Fogarty, A. Golders & Sons, Jersey General Int. Tel. News, Int. Spirax-Sarco Eng, Transatlantic & General Invests, Western Motors and Wilford.

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## Further progress likely at Associated Book

By Alison Mitchell  
Real progress in the home market helped to bump up the profits of Associated Book Publishers in the first half of this year. On a pre-tax basis, the group's profit rose from £10.5m to £11.5m in the year ended June 30, a rise of 44 per cent on the same period last year. This leaves pre-tax profit at 10p per share on last year, at almost 10p per share.

And chairman, Mr. Peter Allison, is confident that further progress will be made in the second half. Barring accidents, group profits should show a satisfactory advance in the last year's £2.3m pre-tax total, he says.

Much of the improvement came from United Kingdom operations, despite the depressed economic climate and continued restrictions on public spending. Turnover was buoyant, helped by an expanded mass paperback programme under the Magnum banner and

a delay in the new book publishing programme had little effect. The progress made from this side of the business—which makes in Eyre & Spottiswoode, Macmillan, and The Pelican Publishing Co. in the year-end results, says Mr. Allison.

However, the news is not so good in Canada, where overall profits in the six months were down by almost a quarter. The difficulties in the publishing industry could not be offset by the advances made on the legal publishing side, but the chairman anticipates that some of the lost ground will be covered in the second half.

The interim dividend has been raised from 1.8p to 2.2p, gross with the directors paying most of the annual maximum dividend increase at the half-year stage. This leaves an anticipated final dividend for shareholders of 3.9p.

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(Current market price multiplied by the number of shares in issue for the stock quoted)

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## FOOD

### Commercial Property

#### Farm lands attract institutions

Institutional interest in agricultural investment has been underlined by several recent sales. The Pension Fund Property Unit Trust, for instance, has paid £1m for the greater part of the Morton Hall Estate, near Norwich. The property covers 1,691 acres with 878 acres in hand and 409 acres let to a local farmer. In addition there are 46 acres of allotments, playing fields and gardens. The estate adjoins the River Wensum and some of the land by the river overflows and gravel deposits. Two farmhouses, eight cottages, a modern garage and a pig unit are in hand. There are also 97 acres of woodland let to the Forestry Commission and 269 acres of dedicated commercial woodland to a company managed by the Lang Wootton estate. The sale was by auction through George Mayer and Co., acting for Sir Richard Prince-Smith, the vendor. The Pension Fund Property Unit Trust has also acquired 130 acres of farmland at Dunsbury, near Chelmsford, for £21,000. The land is being used for growing vegetables and fruit. The estate is owned by the late Mr. William Hill. The property covers some 1,500 acres and as part of the terms of sale the land has been leased back to a company managed by Mr. Christopher Harper, the late Mr. Hill's nephew. In the redevelopment field, work is starting on the third and final phase, costing about £4.5m, of the commercial redevelopment of central London, which is being undertaken by the Grosvenor Estate Development, Spelthorne Borough Council, and the British Petroleum Pension Trust, which is funding the entire development. Edward Erdman and Co. is acting for Grosvenor, Gerald Ely is consultant to the council, and Debenham Tewson and Chiswick are acting for the Pension Trust. An interesting series of sales is reported from "down under" by Jones Lang Wootton, which has disposed of 22 acres of land, mostly owned by the Swann Brewery in Western Australia. The site, which is in the region of 454.2m, in addition, three of the remaining four properties are under active negotiation. Five hotels and other properties were sold for a total of £151.7m. At the auction held in Perth and believed to be the largest of its kind ever held in the state, five hotels and four other properties were sold for a total of £151.7m, while subsequent sales have produced another £350,000. The hotels were put up for sale by Swann Brewery as part of a rationalisation programme. In a major shop transaction J. Sainsbury has arranged a sale of their long leasehold interest at 30-34 Abchurch Lane, Southampton, to W. H. Smith and Son for a figure close to the £1.5m being asked. Smiths subsequently arranged finance for the purchase by way of a sale and leaseback with the Schroder Property Fund for Pension Funds and Charles. Sainsbury is moving to the Lords Hill shopping centre. The shop has a total area of 15,000 sq. ft. and is offered at a fixed ground rent of £1,225 a year. It has a frontage of 37 ft with a shop depth of 124 ft, giving some 5,000 sq. ft. of ground floor sales area, with the remaining space being split between basement, first and second floors. Smiths intends to carry out extensive work and enlargement to give a final total area of about 19,000 sq. ft. Edward Erdman acted for W. H. Smith in the purchase and subsequent refinancing, and Sainsbury was represented by Healey and Mayfair.

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Real Estate approx. £2,500/m. (Part of Total Plant is possible)

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## BIRTHS

**MEONACH.**—On 2nd October, 1977, at Queen Charlotte's Hospital, London, the wife of Mr. and Mrs. J. Meonach, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**QUINN.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Quinn, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**ROSE.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Rose, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**SHERRIFF.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Sherriff, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**WILLIAMS.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Williams, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

## MARRIAGES

**WISMAN (BARLING).**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Wisman (Barling), a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

## DEATHS

**BLACK.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Black, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**CARR.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Carr, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**CASE.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Case, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**CROWELL.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Crowell, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**DEAN.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Dean, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

## IN MEMORIAM

**ANDERSON, ARTHUR ROYAL.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Anderson (Royal), a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**FLINCHER, BRADSHAW JACK.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Flinch (Bradshaw), a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**PARSONS, ROBERT J.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Parsons, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**SALMON, RICHARD.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Salmon, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**HOLLAND.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Holland, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

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**NORTH.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. North, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**POWELL.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Powell, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**SULLIVAN.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Sullivan, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**THOMPSON.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Thompson, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**TARRANT.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Tarrant, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

## MARRIAGES

**WISMAN (BARLING).**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Wisman (Barling), a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

## DEATHS

**BLACK.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Black, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**CARR.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Carr, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**CASE.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Case, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**CROWELL.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Crowell, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**DEAN.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Dean, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

## IN MEMORIAM

**ANDERSON, ARTHUR ROYAL.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Anderson (Royal), a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**FLINCHER, BRADSHAW JACK.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Flinch (Bradshaw), a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**PARSONS, ROBERT J.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Parsons, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**SALMON, RICHARD.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Salmon, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

**HOLLAND.**—On 2nd October, 1977, at St. Mary's Hospital, London, the wife of Mr. and Mrs. J. Holland, a daughter, Jane Louise, born 10.10.77, 7lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in, 10lb 10oz, 19in, 28in.

## FUNERAL ARRANGEMENTS

**H. H. BENSON & CO.**—Funeral Directors, 40, Abchurch Lane, London, E.C. 4. Tel. 01-537 0737.

## FORTHCOMING EVENTS

**COLOUR IN ARCHITECTURE**—Lecture at Glasgow, 11.10.77, 7.30pm, £2.00, £1.00, £0.50.

## ANNOUNCEMENTS

**DISTINGUISHED**—Elderly woman seeks London room. Tel. 01-537 0737.

## CLUB ANNOUNCEMENTS

**Other clubs pay commissions**—taxi drivers, for customers.

## GASLIGHT DOES NOT

**Back to the future**—A play by C. P. Scott, 11.10.77, 7.30pm, £2.00, £1.00, £0.50.

## TOOT! TOOT!

**At this very moment**—A play by C. P. Scott, 11.10.77, 7.30pm, £2.